

Competency Dictionary

This Competency Dictionary defines a general competency and identifies behaviors associated with that competency. Use this tool as a starting point in identifying general competencies for occupational groups.

Competency	Behavioral Indicators
<p>Analytical Thinking Approaching a problem by using a logical, systematic, sequential approach.</p>	<ul style="list-style-type: none"> ▪ Makes a systematic comparison of two or more alternatives ▪ Makes connections and patterns among systems and data issues ▪ Notices discrepancies and inconsistencies in available information ▪ Identifies a set of features, parameters or considerations to take into account in analyzing a situation or making a decision ▪ Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail ▪ Weighs the costs, benefits, risks, implications, and chances for success, when making a decision ▪ Identifies many possible causes for a problem ▪ Weighs the priority of things to be done ▪ Recognizes key actions and underlying issues and problems
<p>Applies Technology to Tasks The use of technology in the performance of one's job. Includes the integration and acceptance of new technology when appropriate.</p>	<ul style="list-style-type: none"> ▪ Accepts and understands the benefits of using technology in the performance of work ▪ Uses technology to simplify and streamline tasks ▪ Is open to learning new technology techniques to enhance the job
<p>Change Leadership Managing, leading, and enabling the process of change and transition while helping others deal with their effects.</p>	<ul style="list-style-type: none"> ▪ Develops new approaches, methods, or technologies ▪ Develops better, faster, or less expensive ways to do things ▪ Recognizes the potential benefits of change ▪ Recognizes and manages the challenges that can accompany change ▪ Encourages others to value change

Competency	Behavioral Indicators
<p>Communication Listens to others and communicates in an effective manner.</p>	<ul style="list-style-type: none"> ▪ Knows that listening is essential to understanding ▪ Ensures that others involved in a project or effort are kept informed about developments and plans ▪ Ensures that important information from management is shared with employees and others as appropriate ▪ Shares ideas and information with others who might find them useful ▪ Keeps manager informed about progress and problems ▪ Ensures that regular consistent communication takes place within area of responsibility ▪ Gives and receives constructive feedback
<p>Conflict Management Preventing, managing, and/or resolving conflict.</p>	<ul style="list-style-type: none"> ▪ Recognizes differences of opinion, brings them out into the open for discussion, and looks for win-win solutions ▪ Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people/groups ▪ Finds agreement on issues and follows through on implementation ▪ Deals effectively with others in an antagonistic situation
<p>Customer Focus Identifying and responding to current and future client needs; providing excellent service to internal and external clients.</p>	<ul style="list-style-type: none"> ▪ Solves customer problems quickly and effectively ▪ Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting ▪ Discovers and meets underlying needs of customers ▪ Lets customers know they are willing to work with them to meet their needs ▪ Finds ways to measure and track customer satisfaction ▪ Presents a positive manner with customers
<p>Creative Thinking Ability to look at situations from multiple perspectives. Tendency or ability of individual to do or create something new. Creates solutions to problems using novel methods and processes.</p>	<ul style="list-style-type: none"> ▪ Personally develops a new product, service, method, or approach ▪ Sponsors the development of new products, services, methods, or procedures ▪ Proposes new approaches, methods, or techniques ▪ Develops better, faster, or less expensive ways to do things ▪ Works cooperatively with others to produce innovative solutions

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<p>Decision Making Making decisions and solving problems involving varied levels of complexity, ambiguity and risk.</p>	<ul style="list-style-type: none"> ▪ Makes critical and timely decisions in difficult or ambiguous situations ▪ Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made ▪ Makes tough appropriate decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-risk deal)
<p>Developing Others Willingness to delegate responsibility, work with others, and coach them to develop their capabilities.</p>	<ul style="list-style-type: none"> ▪ Provides helpful, behaviorally specific feedback to others ▪ Shares information, advice, and suggestions to help others to be more successful; provides effective coaching ▪ Gives people assignments that will help develop their abilities and competencies ▪ Meets with employees on a regular basis to review their developmental progress ▪ Recognizes and reinforces people's developmental efforts and improvements ▪ Expresses confidence in others' ability to be successful
<p>Diagnostic Information Gathering Identifying the information needed to clarify a situation and drawing out the information when others are reluctant to disclose it.</p>	<ul style="list-style-type: none"> ▪ Identifies the specific information needed to clarify a situation or to make a decision ▪ Gets more complete and accurate information by checking multiple sources ▪ Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information ▪ Questions others to assess whether they have thought through a plan of action ▪ Questions others to assess their confidence in solving a problem or tackling a situation ▪ Asks questions to clarify a situation ▪ Seeks the perspective of everyone involved in a situation ▪ Seeks out knowledgeable people to obtain information or clarify a problem

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<p>Empowering Others Conveying confidence in employees' ability to be successful, especially at challenging new tasks; sharing significant responsibility and authority; allowing employees' freedom to decide how they will accomplish their goals and resolve issues.</p>	<ul style="list-style-type: none"> ▪ Gives people latitude to make decisions in their own sphere of work ▪ Lets others make decisions and take charge ▪ Encourages individuals and groups to set their own goals, consistent with business goals and their mission ▪ Expresses confidence in the ability of others to be successful ▪ Encourages groups to resolve problems on their own
<p>Ethics and Integrity Degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.</p>	<ul style="list-style-type: none"> ▪ Treats others fairly and with respect ▪ Takes responsibility for own work, including problems and issues ▪ Uses applicable professional standards and established procedures and policies when taking action and making decisions ▪ Identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them ▪ Anticipates and prevents breaches in confidentiality and/or security
<p>Flexibility Adapting to and working with a variety of situations, individuals and groups. Openness to different and new ways of doing things; willingness to modify one's preferred way of doing things.</p>	<ul style="list-style-type: none"> ▪ Sees the merits of perspectives other than their own ▪ Demonstrates openness to new organizational structures, procedures, and technology ▪ Switches to a different strategy when an initially selected one is unsuccessful ▪ Demonstrates willingness to modify a strongly held position in the face of contrary evidence
<p>Forward Thinking Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies.</p>	<ul style="list-style-type: none"> ▪ Anticipates possible problems and develops contingency plans in advance ▪ Notices trends and develops plans to prepare for opportunities or problems ▪ Anticipates the consequences of situations and plans accordingly ▪ Anticipates how individuals and groups will react to situations and information and plans accordingly

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<p>Fostering Diversity Promoting equal and fair treatment and opportunity for all.</p>	<ul style="list-style-type: none"> ▪ Seeks information from others who have different personalities, backgrounds, and styles. Includes them in decision-making ▪ Communicates and cooperates with others who have a diversity of cultural and demographic backgrounds ▪ Makes it easy for others to feel valuable ▪ Includes in conversations people with diverse backgrounds, and invites them to be part of informal work-related activities ▪ Helps recruit and orient employees with diverse backgrounds
<p>Global Perspective The ability to recognize and address issues that are outside our local perspective. Issues are viewed without any pre-set biases or limitations. Ability to see the “big” picture.</p>	<ul style="list-style-type: none"> ▪ Has global experience: considers problems and opportunities from a global perspective ▪ Understands and takes into account global and local impacts on day-to-day activities ▪ Role model for staff on global initiatives ▪ Demonstrates cultural awareness ▪ Proactive – prepares locally to support global activities ▪ Empathetic and sensitive to global issues
<p>Influencing Others The ability to gain others’ support for ideas, proposals, projects, and solutions.</p>	<ul style="list-style-type: none"> ▪ Presents arguments that address others’ most important concerns and issues and looks for win-win solutions ▪ Involves others in a process or decision to ensure their support. Offers trade-offs or exchanges to gain commitment ▪ Identifies and proposes solutions that benefit all parties involved in a situation ▪ Enlists experts or third parties to influence others ▪ Develops other indirect strategies to influence others ▪ Knows when to escalate critical issues to own or others’ management, if own efforts to enlist support have not succeeded ▪ Anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly
<p>Initiative Identifying and dealing with issues proactively and persistently; seizing opportunities that arise.</p>	<ul style="list-style-type: none"> ▪ Identifies what needs to be done and takes action before being asked or required ▪ Does more than what is normally required in a situation ▪ Seeks out others involved in a situation to learn their perspectives ▪ Takes independent action to change the direction of events

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<p style="text-align: center;">Interpersonal Skills</p> <p>Extent to which an individual gets along and interacts positively with co-workers. Degree and style of understanding and relating to others.</p>	<ul style="list-style-type: none"> ▪ Understands the interests and important concerns of others ▪ Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior ▪ Anticipates how others will react to a situation ▪ Listens attentively to people's ideas and concerns ▪ Understands both the strengths and weaknesses of others ▪ Understands the unspoken meaning in a situation ▪ Finds non-threatening ways to approach others about sensitive issues ▪ Makes others feel comfortable by responding in ways that convey interest in what they have to say
<p style="text-align: center;">Learning</p> <p>Desiring and making an effort to acquire new knowledge and skills for work. Concern for the acquisition of new job knowledge.</p>	<ul style="list-style-type: none"> ▪ Demonstrates an understanding of new information ▪ Masters new technical and organizational concepts and information ▪ Builds on strengths and addresses weaknesses ▪ Curious ▪ Pursues self-development on a continual basis ▪ Seeks feedback from others and is receptive to new ideas and perspectives ▪ Seeks opportunities to master new knowledge
<p style="text-align: center;">Mentoring</p> <p>Overall concern for the developmental level of an individual, a group of peers, or employees.</p>	<ul style="list-style-type: none"> ▪ Clarifies responsibilities, authority, and expectations ▪ Provides timely guidance and feedback to help staff accomplish a task or solve a problem ▪ Provides guidance in how to strengthen knowledge, skills, and competencies to improve personal and organizational performance ▪ Provides experiences to develop the employee's capability ▪ Communicates effectively and develops employees

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<p>Organizational Awareness Understanding the workings, structure, and culture of the organization as well as the political, social, and economic issues affecting the organization.</p>	<ul style="list-style-type: none"> ▪ Understands the purpose of the organization including the statutory mandate, its customers, its products and/or services, and its measures of mission effectiveness ▪ Keeps current with issues, which may have a future impact on mission ▪ Understands and effectively works within the organization's structure and policies ▪ Supports the public service mission and goals
<p>Personal Credibility Demonstrating concern that one be perceived as responsible, reliable, and trustworthy</p>	<ul style="list-style-type: none"> ▪ Follows through on commitments ▪ Respects the confidentiality of information ▪ Respects the concerns shared by others ▪ Displays honesty and is forthright with people ▪ Carries their fair share of the work load ▪ Takes responsibility for own mistakes and does not blame others ▪ Conveys a command of the relevant facts and information
<p>Planning and Organizing Defining tasks and milestones to achieve objectives, while ensuring the optimal use of resources to meet those objectives.</p>	<ul style="list-style-type: none"> ▪ Anticipates and prepares for upcoming events ensuring adequate resources are available ▪ Considers the impact of something before it happens and makes necessary preparations or changes needed ▪ Puts things in a sequential and/or logical order in preparation for accomplishing a goal ▪ Provides/develops appropriate documentation to track progress of a project
<p>Professional and Personal Development The commitment to improve one's technical and personal growth.</p>	<ul style="list-style-type: none"> ▪ Continues to learn about and improve theories and principles ▪ Takes advantage of professional development opportunities ▪ Seeks out new learning experiences

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<p>Professional Confidence A justified belief in one's ability to do the job.</p>	<ul style="list-style-type: none"> ▪ Provides an opinion or advice when appropriate ▪ Takes a decisive course of action ▪ Expresses beliefs with conviction ▪ Expresses confidence in own judgment ▪ Seeks challenges and independence
<p>Relationship Building The ability to develop, maintain, and strengthen relationships with others inside or outside of the organization who can provide information, assistance, and support.</p>	<ul style="list-style-type: none"> ▪ Asks about the other person's personal experience, interests, and family ▪ Asks questions to identify shared interests, experiences, or other common ground ▪ Shows an interest in what others have to say; acknowledges their perspectives and ideas ▪ Recognizes the business concerns and perspectives of others ▪ Expresses gratitude and appreciation to others who have provided information, assistance, or support ▪ Takes time to get to know co-workers, to build rapport and establish a common bond ▪ Builds relationships with people whose assistance, cooperation, and support may be needed ▪ Provides assistance, information, and support to others, to build a basis for future reciprocity
<p>Resource Management Ensures the effective, efficient, and sustainable use of public service resources and assets; human and financial resources, real property and business information.</p>	<ul style="list-style-type: none"> ▪ Protects and uses resources and assets in the performance of work ▪ Identifies wasteful practices and opportunities for optimizing resource use ▪ Monitors to ensure the efficient and appropriate use of resources and assets

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<p>Results Orientation Focusing personal efforts on achieving results consistent with the organization's objectives.</p>	<ul style="list-style-type: none"> ▪ Develops challenging but achievable goals ▪ Develops clear goals for meetings and projects ▪ Maintains commitment to goals, in the face of obstacles and frustrations ▪ Finds or creates ways to measure performance against goals ▪ Exerts unusual effort over time, in achieving a goal ▪ Exhibits a strong sense of urgency about solving problems and accomplishing work
<p>Risk Management Identifying, assessing, and managing risk while striving to attain objectives.</p>	<ul style="list-style-type: none"> ▪ Willingness to take a chance ▪ Taking risk while considering the parameters of the organization ▪ Assessing the comfort level of participants, group, stakeholders, and sponsors before decision is made ▪ Creates options with levels of risk identified
<p>Stress Management The ability to function effectively when under pressure and maintain self-control in the face of hostility or provocation.</p>	<ul style="list-style-type: none"> ▪ Remains calm under stress ▪ Handles several problems or tasks at once ▪ Controls their own response when criticized or provoked ▪ Maintains a sense of humor under difficult circumstances ▪ Manages own behavior to prevent or reduce feelings of stress
<p>Team Leadership Ability to effectively manage and guide group efforts. Includes providing appropriate level of feedback concerning group progress.</p>	<ul style="list-style-type: none"> ▪ Recognizes and rewards people for their achievements ▪ Acknowledges and thanks people for their contributions ▪ Expresses pride in the group and encourages people to feel good about their accomplishments ▪ Shares knowledge and resources and encourages the same of others ▪ Finds creative ways to make people's work rewarding ▪ Signals own commitment to a process by being personally present and involved at key events ▪ Identifies and promptly tackles morale problems ▪ Gives talks or presentations that energize groups

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<p style="text-align: center;">Teamwork</p> <p>Ability to effectively work and complete assignments in group settings. Works cooperatively with others to achieve common goals.</p>	<ul style="list-style-type: none"> ▪ Listens and responds appropriately to team members' ideas ▪ Offers support for others' ideas and proposals ▪ Confers with other team members about their concerns ▪ Expresses disagreement constructively (e.g., by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group, etc.) ▪ Reinforces and gives credit to team members for their contributions ▪ Gives honest and constructive feedback to other team members ▪ Provides assistance to others when they need it ▪ Works toward solutions that all team members can support
<p style="text-align: center;">Thoroughness</p> <p>Ensuring that one's own and other's work and information are complete and accurate; carefully preparing for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.</p>	<ul style="list-style-type: none"> ▪ Sets up procedures to ensure high quality of work ▪ Monitors the quality of work by setting up procedures ▪ Acts to verify information ▪ Checks the accuracy of own and others' work ▪ Develops and uses systems to organize and keep track of information or work progress ▪ Prepares for meetings and presentations ▪ Organizes information or materials for others ▪ Reviews and checks the accuracy of information in work reports
<p style="text-align: center;">Vision and Strategic Thinking</p> <p>Supporting, promoting, and ensuring alignment with the organization's vision and values. Understanding of how an organization must change in light of internal and external trends and influences.</p>	<ul style="list-style-type: none"> ▪ Communicates a clear, vivid, and relevant description or picture of where the organization should be in 3, 5, or 10 years ▪ Expresses the vision in a way that resonates with others as demonstrated by their words and actions ▪ Builds a shared vision with others ▪ Influences others to translate vision to action
<p style="text-align: center;">Workforce Management</p> <p>The effective recruitment, selection, development, and retention of competent staff; includes making appropriate assignments and managing staff performance.</p>	<ul style="list-style-type: none"> ▪ Hires appropriate staff ▪ Delegates tasks according to ability ▪ Provides feedback on performance ▪ Rewards and reinforces positive performance ▪ Understands and complies with basic HR regulations and laws ▪ Conducts performance appraisal and provides feedback ▪ Addresses employee behavior problems

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<p style="text-align: center;">Written Communication</p> <p>Ability to Communicate ideas, thoughts, and facts in writing. Ability/skill in using correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.</p>	<ul style="list-style-type: none"> ▪ Expresses ideas clearly and concisely in writing ▪ Organizes written ideas clearly. Tailors written communications to effectively reach an audience ▪ Uses graphics and other aids to clarify complex or technical information ▪ Spells correctly ▪ Writes using concrete, specific language ▪ Uses punctuation correctly ▪ Uses proper grammar ▪ Uses an appropriate business writing style